PRIVATE SECTOR COORDINATION WITH EMERGENCY RESPONDERS

EXECUTIVE ANALYSIS OF FIRE SERVICE OPERATIONS IN EMERGENCY MANAGEMENT

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ABSTRACT

Improving coordination between first responders and building representatives at fires and other incidents allows using resources more effectively to reduce confusion and increase safety. The problem is that coordination and information exchange does not always occur properly and some facilities are not operating under a management system that is compatible with the Incident Command System (ICS). The purpose of this applied research project is to determine if emergency building plans within the city of Dallas, Texas address coordination issues with responders and determine if business and industry would be receptive to ICS training.

Descriptive and evaluative research methods were used to answer the questions: To what extent do private sector emergency plans in the city of Dallas cover issues of coordination with emergency responders? How well do private sector emergency plans in the city of Dallas cover basic functions of the ICS? What are the best methods to increase the coordination between emergency responders and the private sector at emergency incidents?

The procedures to collect data included a literature review and a survey instrument. The survey was used to collect information on current emergency plans at facilities in the city of Dallas. The literature review was used to collect information on planning guidelines and procedures. The results indicated that most facilities surveyed address coordination issues and include some ICS functions in their emergency plan. The literature review revealed an incident management system for the private sector, Corporate Incident Management, which is based on ICS principles and increases coordination between responders and building representatives. Recommendations

include conducting ICS training for business and industry at the department's training facility and participate in emergency drills for all tactically significant buildings on a yearly basis.

TABLE OF CONTENTS

PAGE

APPENDIX

INTRODUCTION

The successful management of a fire or other emergency incident requires that those charged with responsibility for mitigating the incident have to implement an incident management system. To begin this process, the questions of "what do I have" and "where is it going on" must be answered. In large structures such as manufacturing facilities or high-rise buildings, this information needs to come from a building representative in a timely manner to address the life safety issues of accountability and evacuation. Coordination with the private sector is also necessary to combine the tactical objectives of emergency response teams within the facility and emergency responders. Without this coordination, all of the resources at the incident will not be used effectively and this leads to confusion and reduced safety for the building occupants and responders.

The problem is that at many incidents, this coordination and information exchange does not occur effectively and some facilities are not operating under an emergency management system that is compatible with the Incident Command System (ICS). The purpose of this applied research project is to determine if emergency building plans within the city of Dallas, Texas address coordination issues with emergency responders and their compatibility with ICS. Another purpose is to determine if business and industry in the city of Dallas would be receptive to incident management system training offered by the Dallas Fire Department and what type of system would best adapt to ICS.

The methodology used included a literature review of relevant material at the National Fire Academy's Learning Resource Center, the reference library at the University of Texas at Dallas, and a search of the Internet. This research project used descriptive and evaluative research to answer the following research questions:

1. To what extent do private sector emergency plans in the city of Dallas cover issues of coordination with emergency responders?
2. How well do private sector emergency plans in the city of Dallas cover basic functions of the Incident Command System?
3. What are the best methods to increase the coordination between emergency responders and the private sector at emergency incidents?

BACKGROUND AND SIGNIFICANCE

Members of the Dallas Fire Department each year attend two annual In-Service Training Phases that are taught at the department's training facility. During a recent training phase on firefighting strategy and tactics, the subject of incident priorities and life safety issues developed into a discussion on occupant accountability and evacuation. During emergency incidents in larger structures, such as manufacturing facilities or high-rise buildings, coordination on the accountability of building occupants should begin with building representatives immediately upon arrival. The incident commander needs to have a representative with knowledge of what is occurring in the building and the authority and ability to make decisions. The consensus of the fire officers in the training class was that at many incidents, the coordination and information exchange with a building representative does not properly occur.

A possible solution included reviewing building emergency plans and ICS training for the private sector on coordination with emergency responders. This Applied Research Project is the first phase of achieving this goal by determining if current private

sector Emergency Plans include coordination with emergency responders and if corporate organizations are interested in training on ICS functions.

In the Executive Analysis of Fire Service Operations in Emergency Management course at the National Fire Academy, Module 1 asks the question, "What will you do to improve your department's Emergency Management preparedness?" Planning and training with the private sector will improve the Emergency Management for the department in addition to business and industry. Realizing that coordinating with the private sector at emergency incidents is an important function, this applied research project was developed by anticipating the seriousness of the consequences for not addressing the issue. A primary function of leadership in the fire service is to take action whenever appropriate and not waiting for a significant incident to drive the process.

LITERATURE REVIEW

"Any disaster can render a business largely or completely inoperative, but a well-conceived plan of attack – or a contingency plan, as its known in the business – can offset devastation," states Roger K. Oviatt, disaster recovery representative for the Business and Industry Council for Emergency Planning and Preparedness, BICEPP (Lucas, 1999, p. 25). Contingency planning provides a set of guidelines and strategies that enable a business to prepare for and cope with unexpected events. A basic plan should include provisions for asset protection, damage containment and a structured return to normal operations (p.26).

Often a business will fail to include one important element in their contingency planning - a community effort. Corporate management should build relationships with

neighborhood service providers and agencies. "If businesses don't have a relationship with their local fire and police chiefs ahead of time, there's going to be a lot of misunderstanding as to who's going to do what in crisis situations," Mr. Oviatt states. For instance, he advises company owners to set up an appointment to show their building and its layout to police and fire representatives so you are not strangers at three in the morning when you are out there trying to save your business (p.27).

Michael Fagel, Ph.D. (1997), corporate safety director for Aurora Packing Co. also states that during the planning phase, you should involve the public and private emergency response agencies. Police, fire, rescue, ambulance, and emergency management organizations have a vested interest in private sector facilities and should be allowed to look at and pre-fire plan these facilities. Emergency responders should know where critical items are such as the chemical storage, materials that should not come into contact with water, utility shutoffs, and what processes not to shut off (p. 146). The hours that are invested in planning, training and education may well save countless lives in a facility. He discusses the coordination of emergency responders and facility representatives by stating that after the proper training and education have taken place, emergency preparedness drills and table top exercises should include all levels of team members and emergency responders. After action should include review and update of the plan's components to ensure their applicability and capability to function properly with responders (p. 147).

In reference to the release of information to the media, only an authorized spokesperson should speak for the facility. Someone inside the organization should participate in disaster drills and be able to represent the organization to the public, media

and the regulatory agencies. The emergency response team involved in the mitigation of the incident should remain concentrated on the recovery, while the public relations staff person needs to keep the outside world informed (Fagel, 1997, p 144).

Ernest H. Robl (1998), a North Carolina based writer and photographer specializing in transportation subjects, emphasizes the need for coordination between emergency responders and the railroad industry at emergency incidents. He states emergency responders –firefighters, paramedics, and police-often meet railroaders for the first time at the scene of a disaster (p 59). Often they are unfamiliar with railroad operating practices and equipment. The need for a representative of the railroad to provide current maps and charts to the responders is also important. Even more often, the information responders have on the right-of-way locations and characteristics is inconsistent with that of the railroad. Not all emergency responders are aware that railroad rights-of-way often contain buried public utility cables, pipelines, or communications cables (p60).

A potential coordination problem faces emergency responders in dealing with releases and spills of hazardous regulated materials. Multiple responders at the incident may include facility Hazardous Materials Teams, private sector disposal companies, federal and state regulatory agencies and the local fire department's Hazardous Materials Response Team. Knowledge of each of their priorities and responsibilities is imperative to a coordinated operation. Typically an initial release exceeding reportable quantities will be handled by the local fire department, county or local emergency response group. These groups have plans and standard protocols that will be implemented, unless they recognize that a responsible private coordinator is implementing a plan of action. Gregory Indelicato and Michael Clark (1995) of the environmental consulting and

engineering firm CURA, Inc., headquartered in Dallas, Texas, state, "Therefore, minimizing conflicting priorities between groups through communication and coordinating becomes an urgent first step in implementing an effective emergency response" (p. 110). They also state that planning and training of key response personnel in the facility, along with having a clear plan of action, is paramount to a successful response. The emergency response coordinator for the facility who deals with regulated materials should clearly outline how far their staff should proceed in preventing and containing initial releases (p. 112).

A search of the Internet for contingency planning revealed several companies that perform this function for business and industry. One company, Disaster Restoration Inc. of Westminster, CO (www. disaster-experts.com), is a complete emergency response contractor for commercial, industrial, and residential occupancies with a wide range of services. In addition, the company has an on-line, *Guide to Disaster Planning* (1997), that is provided as a community service for organizations to use before an emergency to reduce recovery times and mitigate loss. The guide may also be used after the disaster to help get control of the situation and keep the recovery effort on track (p 9-10).

In the guide, there are several points that deal with the coordination between emergency responders and are basic components or functions of the Incident Command System. However, ICS was not mentioned in the guide. Some of the points in their disaster planning guide are:

- Fire Chief: Determine who talks with the fire chief. One contact person familiar with the building and the tenants can eliminate a great deal of confusion.

- Blue Prints: Blue prints are essential for the fire department in locating mechanical equipment, elevators and stairwells, roof access, etc. They should be stored in a safe location and for each floor.
- Public Relations: Depending upon the size of your building and the size of your emergency, you can expect the press to cover the situation. Assign only one person to field the questions to assure that the correct message is getting out.
- Information Liaison: Appoint someone as public information liaison during the emergency. There should be one person assigned to sit still (at the command post) and merely relay information among all parties involved.
- Identify your command post: The ideal command post should be located off-site and within view of your building. Perhaps the building across the street has a spacious lobby that could be used (p. 5-9).

The guide also mentions several other objectives that may be found in other emergency plans such as establishing an evacuation plan with building wardens, communications with the Emergency Team, keys set aside for emergency use, and several others (p. 9-10).

The Building Owners and Managers Association International (BOMA) is the oldest and largest industry trade association for building managers comprising over 100 local associations. BOMA has developed the *Emergency Planning Guidebook: A Blueprint for Preparing Your Building's Response* (1994) as a service to the office building industry and the public. The guidebook is intended to assist with creating a comprehensive emergency plan for a specific building or facility. The guide is not "an off the shelf" or " fill in the blanks" emergency plan. Rather than oversimplifying

emergency planning and allowing an organization to create a flawed plan, it is a comprehensive step-by-step approach to identifying issues, developing and implementing strategies, and maintaining an emergency plan.

A section of the *BOMA Guidebook* on creating an emergency plan begins with identifying the planning team and covering the regulatory, human, building and business components of contingency plans. It discusses hazard assessment by suggesting to estimate the probability and impact of each type of emergency. Prevention, detection, notification and evacuation are other areas that are covered at length in this section of the guidebook (p. 9-17). A section on documentation and recovery explains how to return to normal operations as quickly as possible. Training and how to conduct effective drills is also covered in this section (p. 36-46).

A second major portion of the guidebook covers the considerations for specific types of emergencies. In this section, information about some of the specific kinds of emergencies, such as fire, bombs and bomb threats, medical emergencies, power failure, flooding, tornadoes, etc., is discussed with recommended actions and checklist to follow (p. 49-70).

The *BOMA guidebook* also discusses the emergency response team that will be the internal group responsible for implementing the plan. It suggests that when structuring the upper levels of the emergency team, it is crucial to appoint people with the authority to ensure that the plan is taken seriously, implemented effectively and maintained (p.18). The example of the emergency team structure in the guidebook begins with the head of the Command Center Team, the Designated Official. This person has the responsibility for:

- Coordinating the development and implementation of the plan.
- Selecting and training emergency members.
- Ensuring that appropriate procedures are followed in emergencies.
- Establishes contacts with appropriate regulatory components.

The second in command, the Occupant Emergency Coordinator, is responsible for:

- Assisting the Designated Official
- Acting as the Designated Official during absences.
- Performs delegated duties of the Designated Official and team members.

Others in the chain-of-command include the Floor Team Coordinator, who coordinates planning of occupant evacuations and also floor, wing, stairwell, and elevator activities. The Damage Control Coordinator makes recommendations on use of facilities and equipment. There is also a Medical Coordinator that identifies medical emergency services and an Administrative Officer that maintains records of enacted emergency procedures. A Technical Advisor provides information about the building and systems and provides advice on security and local law enforcement. The rest of the Emergency Team consists of monitors for the floors, stairwells, elevators, and exits (p. 18-21).

Corporate Incident Management (CIM) is a concept developed by John Thorogood, a Certified Disaster Recovery Planner and Captain for the Omaha, Nebraska Fire Department and Karry Johnson, also a Certified Disaster Recovery Planner and a Process Engineer. CIM is a corporate approach to managing all types of emergency incidents that emulates the first responder's use of ICS. The use of similar terminology to ICS provides for accurate communication between corporate and first responder management. The

on-scene incident commander can recognize a command structure at the corporate level that is very much the same as the incident commander's (1995, p. 4-5).

Thorogood (1997) states that even if they have not worked together in the past, i.e., tabletop, functional, or full scale exercises, the on-scene Incident Commander would immediately recognize his "counter- part", the Corporate Incident Commander (CIC). With their white command vest with CIC and the corporate logo on both front and back, the on-scene incident commander knows right away that this is who makes the corporate decisions at the incident scene. There will be no waiting for word to trickle back from corporate headquarters; the **Head Honcho** is standing face-to-face at the command post with the Incident Commander (p. 4). " Now what was once a tug-of-war becomes a partnership, and sharing of information, talent and resources. Incident stabilization becomes easier now that information is flowing through a two-way conduit, the on-scene Incident Commander and the on-scene Corporate Incident Commander," states Thorogood (p. 5).

In using the CIM principles of common terminology for all participants, first responders, local government and corporate members, Thorogood suggests that no longer should businesses use terms like Floor Wardens or Floor Captains. These terms are confusing to first responders using ICS. Business should make the effort to learn the terminology used by first responders, and strive to emulate it in their emergency plan. Response and Recovery Solutions, Inc., of Omaha, Nebraska, founded by Thorogood and Johnson, have developed new titles for CIM that are borrowed from both the business and first responder vocabulary of terms, establishing a bridge that allows emergency managers from all sides to communicate accurately. For example, they use the term

"Sector Team Leader" taken from the geographic term "Sector" in ICS and the term "Team Leader" in business that is used to identify a person in charge of a group. Combining the two terms into a functional description more accurately describes the position (Thorogood, 1997, p. 5).

The full CIM team also consists of a Sector Manager to supervise the Sector Team Leaders much as an Operations Section Chief would in ICS. In addition, a Safety Manager and Public Affairs Manager may augment the command staff as an ICS command staff may be developed as required. The use of colored vests identifying the Corporate Incident Commander and all other functional leaders in CIM have been developed. The designations are as follows:

		ICS		**CIM**
White	=	Incident Commander	=	CIC
Green	=	Safety Officer (on scene)	=	Safety Manager
Blue	=	EMS Officer	=	First Aid Personnel
Orange	=	Sector/Operations Officer	=	Sector Team Leader/Manager
Light Blue	=	Public Information Officer	=	Public Affairs Manager

(Thorogood & Johnson, 1995, p. 29)

Response and Recovery Solutions, Inc., recommends joint training and preplanning for first responders and corporate members. This cooperative effort should allow a business more control over an emergency incident that normally would be completely controlled by the first responders. However, merely handing out vests and assigning corporate members to positions will not produce a functional CIM program. Additional training is necessary for the management staff positions, and the executive

level managers to fully train the corporate organization on the functions of ICS and CIM such as setting priorities, goals and objectives, communicating the action plan, designated incident facilities, and others (Thorogood & Johnson, 1995, p. 10-21). Appendix C contains a CIM organizational chart for a major disaster and a disaster recovery Add partnership and the triangle.

The concept of Unified Command means that all agencies or jurisdictions that have responsibility at an incident participate in the process of determining overall incident objectives and strategy. This ensures joint planning and tactical operations, as well as maximum use of assigned resources (Dimmick, 1990, p 1). When discussing the audience for Unified Command training, the International Society of Fire Service Instructors (1999) state that although the training can be presented to a class of fire department personnel, it is suggested that multidisciplinary teams from the community take the training together. This approach results in a team building exercise for representatives of the different agencies whom would participate in a Unified Command structure (p.1).

The difficulty in implementing ICS in business and industry is that often the majority of people that need to use ICS have not handled these types of situations in the past. ICS can appear to be overpowering for industry to initiate. It is the job of the fire service to not only show them how this system works, but also that it is designed to reduce the cost of handling these incidents. Also, if tactical approaches for emergency responders and the private sector are not coordinated, all resources available will not be used effectively. This system has given industry a proven way to provide for the safety

and survival of not only emergency responders, but also their fellow workers and the communities they live in (Carucci, 1992, p2).

PROCEDURES

Research Methodology

The first literature search was conducted at the Learning Resource Center (LRC) at the National Fire Academy from May 7, through May 21, 1999. There was a considerable amount of information related to Incident Command System (ICS) and procedures for fire department operations at emergency incidents but the search revealed sparse information concerning coordinating with or training for the private sector. A review of International Fire Service Training Association (IFSTA) manuals and various books concerning ICS also produced little information - other than descriptions of Unified Command. An additional search by the staff at the LRC in December 1999, provided additional information on Unified Command and ICS for the private sector.

A search of the Internet in November 1999, led to information concerning disaster planning and business recovery companies that assist firms with the restoration process. Guidebooks produced by these companies provided information on the structure of private sector emergency teams. A search of University of Texas at Dallas library's electronic databases, such as ProQuest Direct and InfroTrac Expanded Academic Index, revealed various profession journals with articles concerning business contingency plans and the need for preplanning with emergency responders and conducting emergency preparedness drills.

To determine if the emergency plans for commercial occupancies in the city of Dallas included procedures for coordinating with emergency responders and if they included functions of ICS, a survey instrument was developed. The survey consisted of ten questions to be answered yes or no with space provided for comments to each question. A copy of the survey is Appendix A.

Population of the Survey

The survey was mailed to one hundred individual commercial occupancies in the city of Dallas in November 1999. These occupancies were drawn from the Tactical Information System the Dallas Fire Department compiles on approximately 400 tactically significant locations. The sample of occupancies included forty manufacturing facilities, twenty-five high-rise office buildings, eight high-rise hotels, five high-rise residential buildings, five large nursing homes, five hospitals, five retirement communities, five retail shopping malls, one sports arena, and one electrical power plant.

Assumptions and Limitations

The distribution of the survey was not designed to create an accurate random sampling of all the tactically significant locations in the city of Dallas. The surveys were sent to larger manufacturing facilities (over 10, 000 sq. feet), high-rise building of six floors or higher, large hospitals, shopping malls, etc. This eliminated small commercial occupancies that may be tactically significant but would not have an emergency plan or emergency response team. All of the occupancies selected for the survey indicated in their Dallas Fire Department Tactical Survey as having an evacuation plan.

The surveys were mailed to the individual listed as the current emergency contact person for the occupancy in the building's tactical survey. In some cases this was the emergency coordinator, the security director, or the safety manager and depended on the type of occupancy. Sixty-two of the one hundred surveys were returned in four weeks. The fact that a low percentage of surveys were returned (62%), there is a question as to the accuracy of the percentage of positive responses in the survey. The author feels that if a business fails to have an Emergency Plan that addresses coordination issues and ICS functions, there is a greater probability of failing to participate in the study.

RESULTS

The first research question was answered from the survey concerned to what extent do private sector emergency plans in the City of Dallas cover issues of coordination with emergency responders? There were three questions in the survey that dealt with this issue. (1) Does you Emergency Plan identify an individual to report to the Police or Fire Department's Incident Commander to provide information and coordination? The response to this question was that 86 % of the organizations identify someone to perform this function. (2) Does your Emergency Plan stipulate an accountability system and evacuation location for employees during emergencies? The response to this question was that 77% of the organizations do stipulate the accountability and evacuation location function. (3) Is an individual identified in your Emergency Response Team identified or available to provide floor plans, engineering diagrams or other written documentation to emergency responders? The response to this question was that 81% of the organizations identify an individual to provide written documentation to emergency responders.

The second research question was answered from the survey and asked how well do private sector emergency plans in the City of Dallas cover basic functions of the Incident Command System. There are five questions in the survey that address this issue. (1) Does your Emergency Management System establish prompt command (person-in-charge) at all incidents and provide orderly transfer of command? The response to this question was that 80% of the organizations establish a person in command. (2) Is your emergency management system used at any incident regardless of size, complexity, or number of resources involved and not merely an administrative chain of command? The response to this question was that 52% stated that their emergency management system was used on any incident regardless of size. (3) Does your Emergency Plan state a location for a command post will be established for the person-in-charge and team members to report and manage the incident? The response to this question was that 68% of the organizations provide for a command post location. (4) Does your Emergency Management System have a method for dividing the incident into manageable segments (Fire, Security, Planning, etc.)? The response to this question was that 54% of the organizations divide the incident into manageable segments. (5) Does your Emergency Plan identify an individual to perform the function of Information Officer that is authorized to speak to the media for your organization? The response to this question was that 68% of the organizations have an Information Officer.

The third research question was answered in the literature review and asked what are the best methods to increase the coordination between emergency responders and the private sector at emergency incidents. Several of the reference literature materials suggest for emergency responders to establish a relationship with the private sector prior

to an incident. Lucas states for company owners to set up appointments to show their buildings and layouts to police and fire representatives (p. 27). Fagel echoes this position by stating that emergency responders should be allowed to look at and pre-fire plan private facilities and also that emergency preparedness drills should include emergency responders in addition to the organization's emergency team members (p.144). In dealing with the railroad industry, Robl emphasizes that emergency responders and railroaders should not meet for the first time at the scene of a disaster. This suggests that training and familiarization sessions with emergency responders will increase the effectiveness of handling railway incidents (p. 59).

Disaster Restoration Inc., discusses several ICS related issues in their *Guide to Disaster Planning* that should be a part of a private sector organization's Emergency Plan. These issues include a contact person who reports to the fire chief, reference documents such as blue prints of floor plans and mechanical equipment, and a public relations representative to handle media questions and interviews. They also suggest an Information Liaison to relay information among all the parties and to identify a command post location (p. 5-9).

John Thorogood and Kerry Johnson (1997), of Response and Recover Solutions, Inc., recommends that businesses should use an emergency management structure similar to the Incident Command System called Corporate Incident Management. This system makes use of terminology and positions that the Incident Commander will recognize and be familiar. He suggests the use of identification vests for the corporate Emergency Team members that are of matching colors to ICS but clearly identify them as being with the facility. Along with these tools, training for the management staff positions and the

executive managers is necessary to develop the ICS skills of command, setting priorities, communicating the action plan, and others. (p. 29)

There are two additional questions in the survey that were not included in the discussion above. (1) Is the Emergency Coordinator or Emergency Team members familiar with ICS used by emergency responders? The response to this question was that 52% stated they were familiar with ICS. In the comment section of the survey for that question, 40% of the positive responses stated it was only the Emergency Coordinator, members of the Hazardous Materials Team, or selected few that were familiar with ICS. (2) Do you feel training in ICS used by emergency responders would benefit your Emergency Response Team (if provided without charge by the fire department)? The response to this question was that 90% stated ICS training provided by the fire department would be beneficial. There were several enthusiastic comments to this question with 25% either attaching a business card or writing their name and address on the survey.

DISCUSSION

Business contingency plans discuss asset protection, damage containment, and returning to normal operations as quickly as possible (Oviatt, P25). These are significant issues for an organization and most want to begin this process before the incident is over. What is standing in their way… usually the fire department. As Thorogood (p 4) discusses it is the yellow tape that says “Fire Line – Do Not Cross” that is standing in the way. What needs to happen is to allow the disaster recovery team access to the emergency scene and the Incident Commander. This would keep the team apprized of

the situation and what is happening up to the minute. It would enable them to decide much quicker how to begin the recovery process by making an on-scene evaluation and possibly saving a considerable amount of money (p5). This voice in assisting the Incident Commander in managing the incident can occur when there is good coordination with the facility staff from the beginning and they are knowledgeable about the functions of ICS. What better review of an incident for a fire executive than to have the company praise the department for allowing them to assist with decision making during the incident and with salvage and recovery.

The BOMA guidebook states, "In certain emergencies, regulatory components may require building personnel contacts for the authorities" (p18). However, the guidebook does not clearly state who reports to the emergency responders with a situation status. Is it the Designated Official? This individual, according to the guidebook, "Establishes contacts with appropriate regulator components," (p19) but does this mean at emergencies? Or is this intended to mean contacts of a non-emergency nature such as inspections, prefire planning or permits. Who is the building representative that is in charge of the emergency? The Occupant Emergency Coordinator acts as a liaison between the Designated Official and team members. Does that mean this individual supervises the emergency team? The guidebook does not state that a command post is established or which members of the team will report to whom and where. You may presume that the Damage Control Officer performs the function of a logistics officer, or that the Technical Advisor assists with the planning function but this is not clearly delineated in the guidebook and is clearly not ICS terminology. However, the *BOMA*

Guidebook is an excellent source for hazard assessment and determining the capabilities needed to mitigate these hazards.

In the response to the survey question, "Is the Emergency Team or Coordinator familiar with ICS", 40% stated only the Emergency Coordinator, Hazardous Materials Team members or a few selected team members. This demonstrates that there are private sector Emergency Team members trained in particular functions and not the basics of ICS. These individuals should at least receive training on ICS functions such and personnel accountability, unity of command, goals and objectives, etc. If the Emergency Coordinator is unavailable, the team should at a minimum be able to coordinate effectively with emergency responders.

Fagel (p.6) states that after training has taken place for facility's Emergency Team members, that emergency preparedness drills and tabletop exercises should include emergency responders. This is an excellent opportunity for fire departments to become familiar with their emergency management counterparts in the private sector. Even if the department does not participate in the drill (i.e., laying hose lines, etc.), coordination issues can be examined in addition to critiquing the facility for the use of ICS functions. The better the facility performs in emergency drills, the likelihood is the fire department will have greater success at an emergency incident. The public relations value for this interaction with the private sector is a positive benefit that should not be underestimated.

With increased urbanization, extensive media coverage of emergencies and disasters, and citizen expectations to regain "business as usual" status ASAP has made the risk of not planning and coordinating with the private sector prior to the incident unacceptable. Having and being a good neighbor, for emergency organizations and the

private sector, is one of the most cost-effective safety measures and efficiency tools for emergencies and disasters.

ICS has given us a way to make emergency responders better on-scene managers, because it utilizes the principles that have been successful in business and industry for years. It is time for business and industry to learn from the fire service and uniformly adopt ICS. One the most rewarding aspects is that ICS provides the opportunity for outside agencies and industry from many geographic locations to work together as one team, which is critical in emergencies. This partnership can coordinate all of their efforts toward one goal – safety.

RECOMMENDATIONS

First, the survey demonstrated that not all private sector organizations plan to have individuals perform the coordination function with emergency responders. In addition, there are significantly more that are not familiar with ICS and how it is used at emergency incidents. Nonetheless, most of the organizations that responded in the survey indicated that ICS training would be beneficial. The recommendation for the Dallas Fire Department is to develop an ICS training lesson for the private sector. This would be an overview so that the organization would realize that further training, and some hardware, would be necessary to perform ICS properly. John Thorogood's Corporate Incident Management concepts and techniques for coordination with emergency responders and structure for the emergency team is by far the most effective tool for the private sector to adopt for their Emergency Management Plan. A Certified

Disaster Planning company should conduct more in-depth training and assist with writing the emergency plan for business and industry.

Second, the overview of ICS training should take place at the department's training facility where there is adequate classroom space and equipment. A tour of the facility and basic school concerning fire fighting could also occur. It is recommended that information concerning the training should be disseminated to the private sector organizations when the facility is visited by the fire suppression companies performing their yearly Tactical Information Survey. Written documentation about the training could be given out at that time and any questions answered in person.

Third, an effort should be undertaken by fire suppression to conduct or participate in a minimum of one yearly emergency preparedness drill with each tactically significant building with an Emergency Plan. During the ICS training for the private sector, this point could be emphasized and an emergency drill with the organization planned in the future.

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APPENDIX A

FIRE DEPARTMENT SURVEY OF PRIVATE SECTOR EMERGENCY MANAGEMENT SYSTEMS

In response to an emergency at your facility, how does your organization's emergency management system address the following questions? Please check your answer and provide any comments you desire.

1. Does your emergency management system establish prompt command (person-in-charge) at all incidents and provide orderly transfer of command?

   YES ____ NO ____ COMMENTS:

2. Is your emergency management system used at any incident regardless of size, complexity, or number of resources involved and not merely an administrative chain of command?

   YES ____ NO ____ COMMENTS:

3. Does your Emergency Plan identify an individual to report to the Police or Fire Department's Incident Commander to provide information and coordination?

   YES ____ NO ____ COMMENTS:

4. Does your Emergency Plan state a location for a command post will be established for the person-in-charge and team members to report and manage the incident?

   YES ____ NO ____ COMMENTS:

5. Does your emergency management system have a method for dividing the incident into manageable segments (Fire, Security, Planning, etc.)?

   YES ____ NO ____ COMMENTS:

6. Does your Emergency Plan stipulate an accountability system and/or evacuation location for employees during emergencies?

   YES ____ NO ____ COMMENTS:

7. Is an individual in your organization's Emergency Response Team identified or available to provide floor plans, engineering diagrams or other written documentation to emergency responders?

   YES ____ NO ____ COMMENTS

8. Does your Emergency Plan identify an individual to perform the function of Information Officer that is authorized to speak to the media for your organization?

   YES ____ NO ____ COMMENTS:

9. Is your Emergency Coordinator or Emergency Team Members familiar with the Incident Command System used by emergency responders?

   YES ____ NO____ COMMENTS:

10. Do you feel training in the Incident Command System used by emergency responders would benefit your Emergency Response Team (if provided without charge by the Fire Department).

    YES ____ NO ____ COMMENTS:

Thank you for your participation! If you would like a copy of the results of this survey, please indicate below the name and address where you would like it sent. Please write any additional comments on the back of the survey.

APPENDIX B

Michael W. Price, Deputy Chief
Dallas Fire Department
Emergency Operations
Division I, C Shift
6600 Trammel Drive
Dallas, Texas 75214
Telephone (214) 670-4784

November 10, 1999

Dear Sir or Madam:

I am completing the Executive Fire Officer Program at the National Fire Academy in Emmitsburg, Maryland. As part of the curriculum, I am conducting a research project on the coordination between emergency responders and the private sector during emergency incidents.

Emergency responders, as you may be aware, use a management tool called the Incident Command System (ICS) to organize emergency incidents. A goal of the research is to determine how similar various emergency management systems in the private sector are to ICS and identify coordination issues that might be addressed with training.

Please take a few moments and answer the questions in the attached survey concerning your organizations emergency management system. No specific references will be made to individual organizations in the research paper. For your convenience, I have enclosed a stamped, self-addressed return envelope. If you desire, I will send you a copy of the results of the survey. Thank you for taking the time to complete the survey and assisting with this project. Please feel free to contact me if you have any questions or comments.

Sincerely,

Michael W. Price

Appendices Not Included. Please visit the Learning Resource Center on the Web at http://www.lrc.fema.gov/ to learn how to obtain this report in its entirety through Interlibrary Loan.